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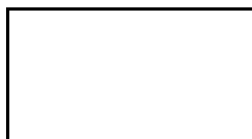
27 AUG 1968

MEMORANDUM FOR: Assistant Deputy Director for Support

SUBJECT : Recommendation No. 5 of the Inspector General's
Survey of the Office of Medical Services

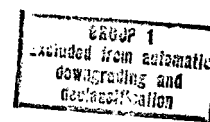
1. This is in response to your buck slip note of 20 August. Let me start by saying I have not discussed this with John Tietjen. I do not know whether he had the report before he went on leave; so he perhaps has not had a chance to talk to me. I am attempting, nonetheless, to respond to your questions now.

2. My response must be on two levels: first, to the specifics, it is rare that you find a support officer who could satisfy recommendation c. If there is one, then this may be the answer; if not, then obviously two people, i.e., a personnel officer and a finance specialist, would be required. The personnel job is a grade 12, and I would be happy to take up with the Board the identification of an appropriate member of this Career Service, but--and here I respond on a second level--I am not persuaded that a grade 12 personnel officer would be permitted to operate with the freedom necessary to accomplish what seems to be implied by the recommendation in the first place. I have not seen the Inspector General's report, but I think I am safe in assuming that it reflects pretty much one-man rule in the Office of Medical Services. My own observations through the years have been that there is but a modicum of independent action permitted. I'm not sure that whatever problem the Inspector General found in the personnel management of the Office of Medical Services would be resolved by the assignment of a professional member of my Career Service. To put it another way, I would hesitate to assign someone unless I were persuaded that a different atmosphere would be permitted. It would accomplish nothing to put a weak man in the job, and a strong one would either be frustrated or might, in fact, destroy that which is presently good in the relationships between Dr. Tietjen's Office and mine.



Robert S. Wattles
Director of Personnel

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